

# Med Administration Kaizen Event Report Out

April 22, 2005



# Objectives

Jim Elliott

## SCOPE

- Improve the medication administration process from the time that the medication is ordered (to be administered) to the time that it is actually administered to the resident.

## OBJECTIVES

- Increase optimal use of medical cart space while reduce medication inventory (Just In Time). Maintain state and federal compliance while reducing narcotics paperwork.
- Residents will receive medications in a timely and accurate manner. Simplify (streamline) Med pass. For example, blood pressure monitoring and accu-checks. Implement standard work within Dack 4 with ability to adapt to other units. Reduce delays for medications: from time order received on unit to arriving at unit.



# Goals

Tom O'Neill

## GOALS

- Reduce lead-time from 8 hours to 4 for unit to pharmacy and back to unit.
- Reduce Med pass non-value added tasks by 20%.
- Reduce Med inventory by 50%.
- Reduce Med error rate from 17/qtr. to 4/qtr.
- Resident satisfaction from 52% to 70% (the questions is “I have confidence and trust in my health care providers”).



# Team Members

Margie Button IVH, Dack 4

Laura Canaday IVH, Dack 4

Jim Elliott, IVH, Admin.

Mari Fogt, IVH, Dack 4

Bill Hagey, IVH Sheeler 2

Jamie Miller, IVH, Dack 4

Kevin Stamp, IVH, Dack 4

Jeni Thompson, IVH, Dack 4

Becky Starits, IVH, Central Supply

Sarah Whipple IVH, Pharmacy



Bob McElroy, TBM

Tom O'Neill, DNR



# TAKT Time Calculations

Margie Button

(1) 480 minutes (8 hours) less breaks (2 @ 15 minutes)

$$\frac{450 \text{ Minutes}^{(1)}}{\text{Shift}} = 4.25$$

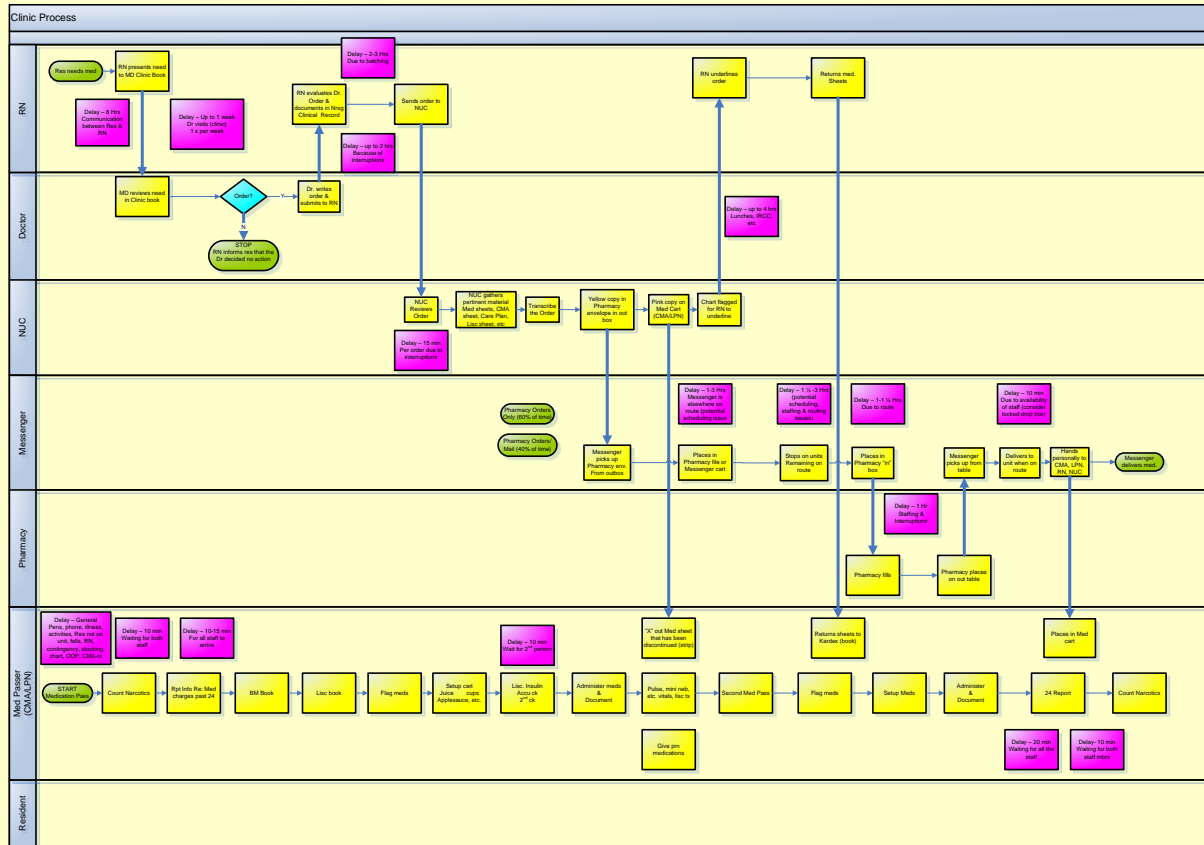
106 Interactions / Shift

TAKT Time = 4:15 / Interaction or 1 Interaction needs to be completed every 4 minutes, 15 seconds.



# Old Process

# Sarah Whipple



# Med room – WIP

Mari Fogt





# Kaizen Improvements

Bill Hagey

## Sample of 53 original process improvement ideas:

#	Process Improvement (PI) Idea	Business Impact	Ease of Implementation	Disposition
1	Second messenger	2	10	
2	More uniform route	9	3	
3	Fax machine to place order	10	1	
4	Reduce frequency of administering vitals to residents.	5	3	
5	Cut down doctors orders to nurses	5	3	
6	Don't batch restock meds	5	1	
7	Keep all unnecessary supplies / equipment in 1 area	6	3	
8	Oral BM intervention	4	5	
9	Reduce frequency of pain assessments.			
10	Dedicated person @ nursing station to answer phone.	1	10	
11	Frequently requested P.R.N.s as routine.	8	3	
12	Eliminate P.R.N.s that are stock Meds	9	2	
13	Larger Med cart	2	10	
14	Each shift specific time period for report	7	1	
15	2nd clinic day	5	10	

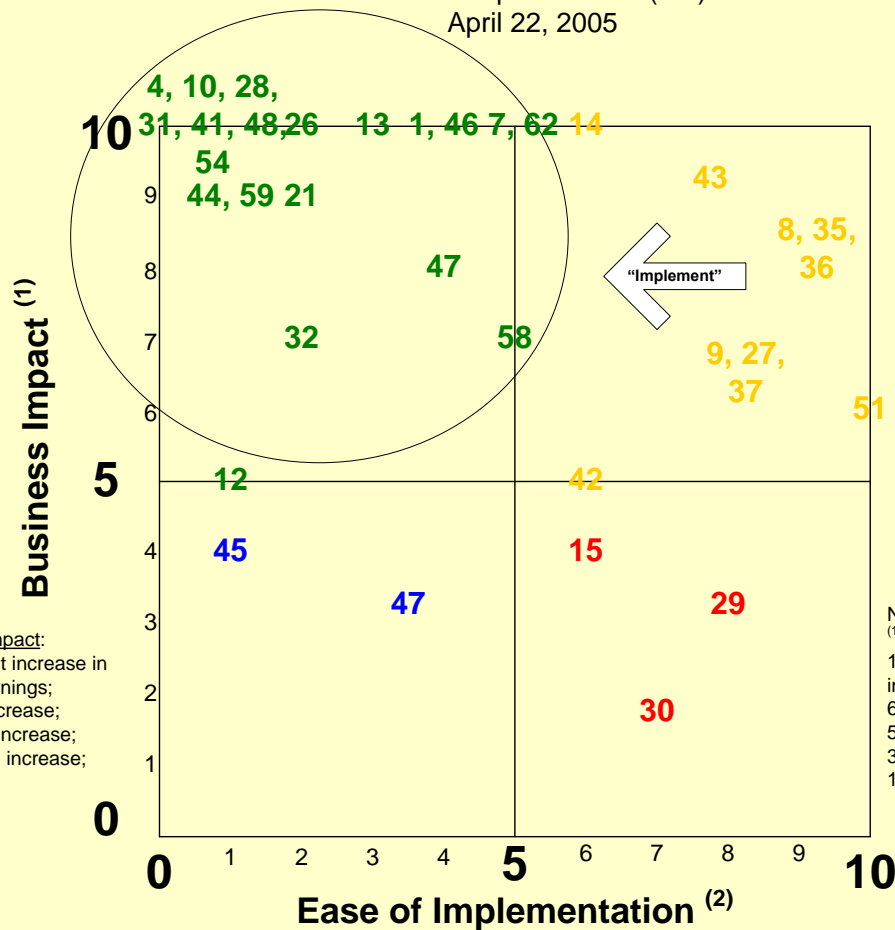




# Impact / Difficulty Matrix

Bill Hagey

Iowa Veterans Home  
Impact / Difficulty Improvements Matrix for  
Process Improvements (PIs)  
April 22, 2005



Note:

(1) Business Impact:

10 = significant increase in  
revenues / earnings;  
6-9 = major increase;  
5 = moderate increase;  
2-4 = marginal increase;  
1 = minimal

Note:

(1) Ease of Implementation:

10 = > 90 days to  
implement;  
6-9 = > 30 days < 90 days;  
5 = 30 days or less;  
3-4 = > 2 weeks  
1-2 = this week or next



# Future State Process Map

Becky Strarits

Please refer to chart on wall



# Kaizen Implemented Examples

Jeni Thompson



# Standard Operations

Jamie Miller

Standard operating procedures were prepared for the following positions:

- Med Pass
- Messengers
- Clinic



# QCDS Metrics

Kevin Stamp

**Quality** ~ All clinic orders will be received in the pharmacy within 20 minutes of the completion of the clinic session. All medications delivered to the unit within 2 hours of last fax sent to the pharmacy.

**Cost** ~ 2 hours of staff time saved through implementation of one piece flow.

**Delivery** ~ Meds will be able to be set up & administered from the Med Room. Locations down from 3 to 1. *Less variations.*

**Safety** ~ No meds left unattended on unit with use of lock box. Eliminate meds left on cart after each shift by 100% with use of cart check & decrease in med inventory.



# 30 Day Homework

Laura Canaday

	Kaizen Description	Responsibility (Who?)	Target (When?)	Expected Results
1	Install door bell / buzzer @ pharmacy	J. Elliott / K. Stamp / S. Whipple	4/29/05	Less delay in pharmacy contact.
2	Eliminate PRNs that are stock Meds	S. Whipple / M. Button	4/25/05	Less process variation.
3	Reduce vitals administered to residents	J. Thompson / D. Bruhl	5/9/05	Reduce unnecessary work.
4	Make routine frequently asked PRNs	J. Thompson / D. Bruhl	5/10/05	Reduce unnecessary work.
5	Specify times for all shifts 24-hour report	M. Button	5/9/05	Standardize 24-hour report.
6	Check Med drawers at end of shift to ensure completion	M. Button	5/9/05	Enforce standard work & promote safety.
7	Check off discontinued Meds	M. Button	5/9/05	Enforce standard work & promote safety.
8	Eliminate Med person passing snacks	M. Button	5/9/05	Reduce unnecessary work.

# Kaizen Results

Jeni Thompson

	Before	Actual		
Metric	Kaizen	Achievement	Improvement	%
Process Steps:				
Value-Added (VA) Steps	16	14	-2	12.5%
Non Value-Added (NVA) Steps	5	4	1	20.0%
Necessary Non Value-Added (NNVA) Steps	22	21	1	4.5%
Total Steps	43	39	0	9.0%
VA / Total %	37.2%	35.9%	-1.3%	--
Handoffs	10	10	0	0.0%
Decision Points	1	1	0	0.0%
# of Delays	16	5	11	68.8%
Estimated Delay Time (Hours)	26	10.6	15.4	59.2%





We welcome your  
questions and comments!

